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COMMANDERS DIGEST

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TRI-COMMANDERS' CONFERENCE—Commanders of tactical U.S. Air Force units from the U.S., Europe and the Pacific met Dec. 5 at Langley AFB, Va., headquarters of Tactical Air Command. Preparing to discuss responsibilities in their areas are (l to r) Gen. Horace M. Wade, commander-in-chief, U.S. Air Forces, Europe, Gen. William W. Momyer, Tactical Air Command commander, and Gen. Joseph J. Nazzaro, commander-in-chief, Pacific Air Forces.

Clifford Sees 'Movement' In Paris Talks

Secretary of Defense Clark M. Clifford is convinced that both Saigon and Hanoi want peace in Vietnam and that there is "a feeling of movement" in the Paris peace talks.

Appearing on the television show "Issues and Answers" Nov. 24, Secretary Clifford said he believed Saigon "understands the basis on which an acceptable peace could be formulated today." He said he continued to have the belief and even the conviction that these talks (in Paris) will begin to take place and "will begin to become productive."

Referring to Hanoi's attitude in the matter of terms for peace, Secretary Clifford said he could not speculate on what terms Hanoi had in mind.

But he said "I believe the attrition that has taken place with reference to the North Vietnamese military forces exceeds what they could possibly have contemplated.

"We know also that they tried one form of attack—that is, up until January of this year—guerrilla warfare—it proved unsuccessful."

Mr. Clifford said in January the enemy changed to an all-out attack on the cities which also proved unsatisfactory.

"Then they waited and tried again in May. That was less satisfactory than January.

"Recently," he said, ". . . they tried to mount the so-called third offensive. They tried through August, through September and the first week in October.

"They couldn't get it off the ground, so it is my belief that they seek now to find some resolution of the conflict

(Continued on Page 3)

Defense Dept. Leads All Agencies In Reduction of Employee Total

The Department of Defense led all other government agencies with the largest drop in full-time civilian employees—9,400—in the first quarter since the enactment of Public Law 90-364.

This law restricts the hiring of full-time employees by federal agencies to 75 per cent of separations.

In a memorandum to President Johnson, Budget Director Charles Zwick said Nov. 29 that he was submitting his first quarterly report to Congress on the operation of the cutbacks in government employment required by the Revenue and Expenditures Control Act of 1968.

He noted that the P.L. 90-364 restriction remains in effect until the over-all level of employment in the executive branch reaches the June 1966 level.

"As originally enacted," he said, "this would have required a reduction of more than 250,000 from the June 1968 level, despite a 25 per cent increase in workload."

Since the enactment of this law, he explained, Congress has exempted about one-third of the government's full-time employment from the employment rollback, and over one-half

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New Maritime Air Surveillance Command Activated in NATO

Top officials of the North Atlantic Treaty Organization and its member nations met in Naples, Italy, on Nov. 21 for ceremonies activating a new command to control and improve maritime air surveillance of the Mediterranean Sea.

The new command is called Maritime Air Forces Mediterranean (MARAIRMED) and is commanded by Navy RAdm. Edward C. Outlaw.

MARAIRMED will coordinate land-based planes carrying out air patrols over international waters of the Mediterranean and will disseminate the information recquired for the benefit of all NATO nations in or concerned with the southern region of Europe.

It was activated in accordance with decisions made by ministers representing countries of the Defense Planning Committee at the NATO ministerial meeting held last June at Reykjavik, Iceland.

Among the speakers at the inauguration of the Command were: NATO Secretary-General Manlio Brosio; Admr. Sir Nigel Henderson, Royal Navy, chairman of the NATO Military Committee; Gen. Lyman L. Lemnitzer, U.S. Army, Supreme Allied Commander, Europe; Admr. Horacio Rivero, U.S. Navy, Commander-in-chief, Allied Forces Southern Europe; Adm. Luciano Sotgiu, Italian Navy, Commander of Allied Naval Forces, Southern Europe; and Admiral Outlaw, new commander.

Aircraft to be used initially include the S-2 Tracker, SH-34 helicopter, Shackleton and P-2 Neptune.

Admiral Outlaw's command will be responsible for peacetime coordination of the patrol planes. He will exercise operational control of assigned forces in war, or from such other time that he is empowered by National authorities.

MARAIRMED is directly under Naval Forces Southern Europe, headquartered in Malta. The new command will have its headquarters in Naples.

GETTING A CLOSE LOOK—Maj. Gen. Charles W. Eifler, Commanding General, Army Missile Command, gets the gunner's point of view in the full-scale avionics mock-up of the Cheyenne combat helicopter at the Lockheed-California Co., Van Nuys, Calif. Gen. Eifler visited the plant for a briefing on the Army's newest rotorcraft. The Cheyenne fires TOW anti-tank missiles and rockets and is said to be the world's toughest and most advanced helicopter gunship. A flight-test program including weapons firing is now under way.

Navy, Duke University Join In Diving Research Project

Valuable information in determining man's ability to survive and perform effectively at the pressures found at great depths is expected from a diving research project being conducted jointly by the Navy and Duke University.

The experiment began on Dec. 2 at the University's Hyperbaric Unit in Durham, N. C. Physiological and biomedical tests will be conducted in both a wet and dry chamber, both pressurized to a simulated depth of 1,000 feet of sea water.

Five divers will be exposed to pressures equivalent to those found at the 1,000 foot depth and kept there for three days. This is more than 30 times normal atmospheric pressure.

Previous deep dives to simulated depths of over 1,000 feet have been made by Navy and other divers but they have been only for brief periods. It is believed that this will be the first saturation exposure to this pressure.

These brief "bounce" dives have demonstrated that man can survive and continue to be physically active at tremendous pressures. However the information gained has been limited.

The Navy-Duke diving research project will, in contrast, permit the collection of objective quantitative data under scientifically controlled conditions. Tests will be made of the performance of certain equipment the Navy intends to use for underwater salvage and recovery work.

Navy and Duke medical personnel will also be conducting an extensive series of tests to determine some of the physiological and psychological problems man may encounter at these depths.

Clifford on Paris Peace Talks

(Continued from Page 1)

which is not coming any closer from their military efforts."

The Secretary of Defense said the current contacts that are taking place in Saigon appear to be productive. "It looks as though the standstill that we were in for a good many weeks has now not persisted. As a result," he said, "there is a feeling of movement there. We are encouraged by it. We hope that that movement will lead, within a reasonable period, to the start of substantative talks and I think that our emphasis now is to look toward the substance and the results that can come out of the talks in Paris.

"I believe those talks will come. I think one main reason, I know we want peace. I know that President Johnson has worked for it harder than any other goal that he has had."

Discussing U.S. military posture vis-a-vis the Soviet Union, Secretary Clifford said it is a "very clear one."

He said he didn't know it very well until he came into the Pentagon nine or ten months ago, "but in the nuclear strategic field, as I have explained before, we have a very substantial superiority.

"I won't go into details," he said, "but in that area in which the final comparison depends, we have some 4200 deliverable nuclear warheads. The Soviets have some 1200.

"Now, this constitutes a clear margin of superiority. I would hope that we would continue to maintain some superiority. I think it is very valuable for us to do so."

He said he also believed the U.S. maintains a superiority as far as equipment of troops, planes and ships are concerned. "I hope we will continue to do that also, not because I believe that leads ultimately to conflict, but because I believe in dealing with the Soviet Union we will do better and we will ultimately get an agreement if we can deal from strength."

Turning again to Vietnam and the Paris peace talks, Secretary Clifford was asked what the primary focus should be in the new phase of the Paris talks, once they start—the mutual withdrawal of allied forces or a cease-fire?

The Secretary of Defense said first he would like to see an arrangement for diminution in the level of the combat.

"I think that the parties should give their attention mainly to stopping the loss of life, and I would hope that is as important to Hanoi as it is to our country. And I would like that to come first.

"I would hope that also we might begin to get into talks soon about reducing the level of our troops. I think we can work out a plan. We begin to reduce them gradually, Hanoi reduces their troops gradually. I think the time will come when under certain conditions there can be a cease-fire, and during this phase, I would hope also that Saigon and Hanoi would also be able to be conducting a dialogue that would look toward the ultimate, final solution of the problem."

COMMANDERS DIGEST

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1968 CHRISTMAS MESSAGE

By

Chairman, Armed Forces Chaplains Board

To All Servicemen and Their Families in the Armed Forces

It will be one hundred and fifty years, on Christmas Eve 1968 that the most beloved of all Christmas carols came unobtrusively into being in the little Austrian town of Oberndorf. The parish priest, Josef Mohr, and the organist, Franz Gruber, collaborated on the afternoon of 24 December 1818 to compose words and music. They sang it for the first time after Midnight Mass.

For decades this carol has spoken to the deep yet ever present need for peace between Man and his God and Man and his Brother. *Silent Night, Holy Night* reaffirms that Peace, Love, Calm as mirrored in the Infant Savior are basic to man's destiny and fulfillment. These ideals become incarnate in every man when like the Wise Men of Old he follows the Wondrous Star of Bethlehem and finds redeeming grace in the Christ of Christmas.

The Armed Forces Chaplains Board offers the prayer on the anniversary of this timeless carol, a time of crisis and conflict, that the Men and Women of the Armed Forces will abundantly experience the joys and blessings of this Holy Season. May the Prince of Peace inspire us all to renewed courage and dedication as we strive to extend the boundaries of freedom and peace to include all men of good will.

—REAR ADMIRAL JAMES W. KELLY, CHC, USN
Chairman, Armed Forces Chaplains Board
Department of Defense

Policy Statements of the U.S. and South Vietnam

THE PARIS PEACE TALKS

On November 26 South Vietnam announced its decision to participate in the Paris talks. Following this announcement President Johnson said:

"Along with the other fighting allies in Vietnam, we welcome the announcement of the Government of the Republic of Vietnam that it will be shortly sending a delegation to Paris to join in the search for peace. This step opens a new and hopeful phase in the negotiations; but, as I have said before, we must expect both hard bargaining and hard fighting in the days ahead."

One of the key points at issue has been the role of the National Liberation Front. North Vietnam has consistently maintained that the NLF should be seated as a separate, independent delegation. Both the U.S. and South Vietnam reject this claim.

Below are the texts of the November 26 statements issued by the U.S. and South Vietnam setting forth their joint views on the NLF, the role of the South Vietnamese delegation, and a postwar form of government for South Vietnam.

STATEMENT BY THE U.S. GOVERNMENT

This statement is designed to answer the questions which have been raised by the Government of the Republic of Vietnam about new meetings in Paris.

Prior to the President's announcement of October 31 of the stopping of bombing against North Vietnam, agreement had been reached in Paris between North Vietnamese and United States negotiators that a meeting to discuss a peaceful settlement in Vietnam should be convened in Paris.

Separate Delegations

During the earlier discussions with the North Vietnamese representatives, United States spokesmen made clear that the stopping of bombing and the holding of such a meeting would not be possible without agreed provision for the participation of the Republic of Vietnam as a separate delegation forming with the United States delegation one side of the meeting. United States negotiators made clear to Hanoi that it might bring on its side of the table any persons it wished.

The North Vietnamese representatives in Paris accepted this proposal and indicated that they would bring to the meeting members of the so-called National Liberation Front.

In the light of these facts the arrangements agreed in Paris provide in essence for a two-sided meeting. Hanoi clearly understands that our side will be constituted as separate delegations of the Republic of Vietnam and the United States.

Two Sides Only

Whatever others may claim and however they may organize their side, the United States has not agreed and will not agree that the meeting is, or can correctly be described as, a four-sided or four-party conference.

Consistent with our view of the nature of the so-called National Liberation Front, we will regard and treat all the persons on the other side of the table—whatever they might claim for themselves—as members of a single side, that of Hanoi, and for practical purposes as a single delegation.

In the discussion between the United States and North Vietnamese negotiators it was made clear throughout that, whomever Hanoi chose to bring on its side, the arrangement involved no element of recognition whatever.

No Recognition of NLF or DRV

The United States Government has repeatedly made clear, publicly and privately, that it does not recognize either the National Liberation Front or the Democratic Republic of Vietnam (North Vietnam). Concerning the so-called National Liberation Front in particular, the United States Government has at all times regarded it as a creation of North Vietnam and an agent of Hanoi's aggression against the Republic of Vietnam. The National Liberation Front is not in any sense a separate entity, much less a government.

Following the stopping of the bombing of North Vietnam, if Hanoi fulfills its repeated undertakings to enter into serious talks—undertakings repeated throughout the contacts between North Vietnamese and American representatives in Paris—the North Vietnamese delegation must talk directly and seriously with the Republic of Vietnam's delegation.

Leading Role for South Vietnam

In the Paris meetings, the Republic of Vietnam delegation will play a leading role, as was explicitly affirmed in the Honolulu Communique of July. The Republic of Vietnam will take the lead and be the main spokesman on all matters which are of principal concern to South Vietnam.

The new Paris meetings will be expected to explore all avenues to end Communist aggression against the Republic of Vietnam and to reach a peaceful settlement. They

will start with a clean slate. The sole agreements that have been reached in the earlier Paris talks between North Vietnamese and United States representatives have concerned the stopping of bombing and the convening of a new meeting. The United States considers that there cannot be productive talks in an atmosphere where the cities are being shelled and the DMZ is being abused.

In the new meetings the United States Government will operate in the closest cooperation with the Republic of Vietnam, and in continuing consultation with the nations that have contributed military forces to the defense of South Vietnam.

US Position on "Coalition" Government

The substantive position of the United States Government will be based on respect for the sovereignty of the Republic of Vietnam, and on the joint communiques of Manila and Honolulu. In particular, there has been no change whatever, and will be no change, in the position of the United States Government toward a so-called coalition in South Vietnam. The United States does not believe aggression should be rewarded and will not recognize any form of government that is not freely chosen through democratic and legal process by the people of South Vietnam. The imposition of any coalition government would be in conflict with this principle.

STATEMENT BY THE GOVERNMENT OF THE REPUBLIC OF VIETNAM

In its constant search for peace, the Government of the Republic of Vietnam has been discussing with the United States Government during the past weeks the ground rules and arrangements for the new meetings in Paris which would enable the Government of the Republic of Vietnam to send its delegation to Paris to engage in direct and serious talks with the Hanoi delegation, toward the ending of Communist aggression and the establishment of a just, secure, and guaranteed peace in Vietnam.

As a result of these discussions the United States Government has submitted to the Government of the Republic of Vietnam a statement. By mutual agreement, that statement is being made public in both Saigon and Washington at this time.

Sovereignty Respected

In that statement, we find that the major points in the message of the President of the Republic before the Joint Session of the National Assembly on November 2nd, and the two-side formula proposed by the Government of the Republic of Vietnam on November 8th, have been given satisfaction in their essential aspects.

The sovereignty of the Republic of Vietnam has been respected.

The Governments of the other allied nations have been consulted and wholeheartedly support the agreements achieved through the close cooperation between the United States Government and the Government of the Republic of Vietnam.

Once again, the solidarity between the Government of the Republic of Vietnam and allied governments has been eloquently demonstrated in the face of the intransigent attitude of North Vietnam and its auxiliary forces.

Therefore, the Government of the Republic of Vietnam decides that it is prepared to participate in the new talks in Paris with the Hanoi delegation to show the good will of the Republic of Vietnam and to test the good faith of Hanoi.

THE NATIONAL LIBERATION FRONT

North Vietnam insists that the National Liberation Front is independent of Hanoi's control and is the "authentic" representative of the people of South Vietnam.

However, as U.S. Ambassador Cyrus Vance has pointed out during the course of the Paris talks, the NLF was created in Hanoi and speaks only for itself and for the North Vietnamese Communist Lao Dong Party.

The NLF is actually the propaganda arm of the Communist-directed forces in South Vietnam collectively known as the Viet Cong. It was formed at the close of 1960 when Hanoi decided to concentrate its efforts on a new front organization to be based in the South.

Hanoi kept tight control of the NLF by building it around trusted Communist Party members. At the heart was the so-called People's Revolutionary Party, a new name for the Communist Party in South Vietnam.

In general, the People's Revolutionary Party provides political direction and enforces control; members of the "Liberation Army" in South Vietnam conduct terror and military operations; and the NLF serves as a propaganda unit. All are under the direction of Hanoi's field headquarters in South Vietnam—the Central Office for South Vietnam (COSVN).

Adm. Moorer Urges 'Public Awareness' of Seapower

Admiral Thomas H. Moorer, Chief of Naval Operations, does not believe the average American understands the real meaning of sea power or the maritime nature of the United States.

He does think, however, that the various segments of the U.S. Navy, Marines and Coast Guard on the move —sustaining the national will and purpose in a classic manner—spell sea power to the average citizen.

Addressing the Propeller Club of the United States in Washington, D.C., Nov. 21, Admiral Moorer declared: "This is not the case with me and I'm certain it's not the case with anyone sitting here today, nor with others who comprehend the real meaning of sea power."

He said he thought it was safe to say there was an "awareness gap" and that it applied directly to one of the vital elements of sea power—the merchant marine and the logistics support which it renders to our nation's forces overseas.

Using as an example the U.S. merchant marine sealift to SEA, the CNO termed it "fantastic," adding that 97 per cent of all ammunition, food supplies, and the guns of war are moved by sea over a 10,000-mile lifeline.

"Equally dramatic," he continued, "is the fact that it is our responsibility to provide approximately one ton of supplies per man per month for more than 500,000 U.S. and allied troops in Vietnam. Not only is the Navy responsible for carrying these cargoes to South Vietnam, but perhaps of more importance is the fact that we are charged with the responsibility of being able to continue to get these cargoes safely through in face of whatever air or submarine threat an enemy might mount."

Admiral Moorer said he regretted that "the current sealift saga is one largely known only to professionals and my guess is that the average person more than likely is under the impression that most of the job has been done by air transport."

Returning to the "awareness gap" theme, the Admiral wondered how many Americans—particularly young Americans—were aware of the maritime nature of the United States. He supplied the following facts on U.S. maritime stature:

1. One-half of the fifty states are on the sea.

2. Eighty per cent of our states have direct access by water transportation to the sea by way of waterways such as the St. Lawrence Seaway and the Mississippi River and its tributaries. These states contain 96 per cent of the population of the United States.

3. Of the 150-odd countries in the world, we have land boundaries with only two—Canada and Mexico. Everyone else is overseas.

4. Five out of six countries of the world border on the sea. Two out of three of the world's major cities are on or open to the sea.

5. Ninety-five per cent of the people of the world live within 600 miles of the 20 fathom curve.

Admiral Moorer said he was curious about "public awareness" of competitor capability. Referring to the Soviet Union, the CNO said "very frankly, the Soviets deserve a 'good press' in these regards."

He explained, "While it sits in the heart of the Eurasian land mass; has a long Arctic coastline, which is icebound most of the year and has no ice-free ports on the Atlantic or Pacific, this land-bound nation is embarked on a program which reveals a single awareness of the importance of sea power and an unmistakable resolve to become the most powerful maritime force in the world."

Obviously, he said, the Soviets demonstrate a thorough understanding of the basic elements of sea power; knowledge of the seas, a strong Merchant marine, and a powerful navy.

"From a professional point of view,"

(Continued on Page 7)

TOGETHER AGAIN—The guided missile destroyer John Paul Jones (left) takes on fuel from the attack aircraft carrier Ranger in the Tonkin Gulf. The names Ranger and John Paul Jones have been linked before in American history. In 1778, John Paul Jones sailed his 18-gun frigate Ranger into Cuiberon Bay, France, and received the first salute to the United States Flag by a foreign power.

Seapower

(Continued from Page 6)

Admiral Moorer said, "we know the Soviet Union today is already a major maritime power.

"Furthermore," he continued, "she will even enjoy a preeminent position on the world's oceans in the not-too-distant future if the present rate of growth of her maritime activities continues—as we expect it will.

"In 1950, the USSR had slightly more than 400 ships in her merchant marine—less than two million tons. Today the Soviet fleet numbers more than 1,400 ships—over 10 million tons—and by 1980 this figure will be doubled."

Admiral Moorer believes "we would do well in revamping or renewing our efforts to tell the whole sea power story—to make Americans aware of their stake in the oceans around them."

DRAFT CALLS

	1966	1967	1968
JANUARY	37,280	15,600	34,000
FEBRUARY	25,400	10,900	23,300
MARCH	22,400	11,900	41,000
APRIL	19,200	11,400	48,000
MAY	40,600	18,000	45,900
JUNE	18,500	19,800	20,000
JULY	28,500	19,900	15,000
AUGUST	36,600	29,000	18,300
SEPTEMBER	37,300	25,000	12,200
OCTOBER	49,200	17,000	13,800
NOVEMBER	37,600	22,000	10,000
DECEMBER	12,100	18,200	17,500
TOTALS	364,680	218,700	299,000

NOTE: All of the above were for the Army with the following exceptions:

Jan., 66, 7,980 Marine Corps
Feb., 66, 3,000 Marine Corps
Mar., 66, 4,000 Marine Corps
Apr., 68, 4,000 Marine Corps
May, 68, 1,900 Marine Corps
Dec., 68, 2,500 Marine Corps

These figures are included in totals above.

Reduction of Civilian Employee Total

(Continued from Page 1)

of the increase in employment between June 1966 and June 1968.

In other words, he said, the Congress took actions subsequently which had the effect of lowering the required reduction in full-time employees from 250,000 to about 115,000.

Reporting to the President on reductions by government agencies, Mr. Zwick said the report shows that the Defense Department accounted for the largest drop in full-time employees—9,400 in the first quarter since the enactment of P.L. 90-364.

The second largest reduction in an agency, he said, was 3,350 in the Veterans Administration; third, the Department of Health, Education and Welfare, with a decline of 2,800 permanent positions; fourth, Department of Agriculture, with a drop of 1,459 full-time employees; fifth, Treasury Department, a decline of 1,100.

Mr. Zwick said full-time federal employment still affected by these hiring limitations "will have to be reduced a further 92,000 before the June 1966 level required by the law will be attained. I estimate," he said, "that this reduction will require an additional 18 months."

During the first quarter ending Sept. 30, 1968, the total number of full-time employees in the executive branch declined by 23,563, or 3,700 more than required by the law. These 3,700 unfilled positions, Mr. Zwick explained, are being used by the federal agencies and the budget bureau for reallocation within and between agencies to maintain full effectiveness in top priority projects.

In his memorandum to President Johnson, Mr. Zwick said "this is in line with your reminder to agency heads that prudent management under this arbitrary rollback would require using every government employee in the most effective way possible."

Aside from full-time employment, he said, the law requires that each month, temporary and part-time employment must be restricted to the levels of the corresponding month of 1967. "I can report," he continued, "that in each month of the first quarter—July, August and September—the employment in this category for the government as a whole was less than the ceiling imposed by the law."

All types of federal civilian employment—full-time permanent, summer, part-time and temporary—fell 104,613 during the first quarter in the executive branch.

As a result of this fall in employment, Mr. Zwick said about $60 million in salaries and related costs will be saved in FY 1969. These savings will contribute to the $6 billion reduction in expenditures also required by the Revenue and Expenditure Control Act of 1968.

He said the Bureau of the Budget has placed these savings in reserve so that they are not now available to the agencies for obligation or expenditure. As the employment rollback continues, he said, commensurate savings are anticipated.

Gen. Westmoreland Outlines Reasons for U.S. Leadership

Gen. William C. Westmoreland, Army Chief of Staff, believes that America is facing her responsibilities squarely, "and certainly, the efforts of our Nation in Southeast Asia are clear proof of its intent to assist young nations."

Speaking to the Holland Society of New York, Nov. 19, where he received a gold medal award for distinguished achievements, General Westmoreland related his remarks to an address by Prince Bernhard of the Netherlands in which he said, "Nations, like people, must face squarely their responsibilities as free members of free democratic world community." He went on to charge these nations with the responsibility of assisting younger nations through their first troublesome period of independence.

"I fully agree," the General said. "But of importance to me is how America has been able to perform her duties as a free nation. What has enabled our nation to accept a position of leadership?"

He said that as a nation grows it finds its place within the community of nations and it must accept and discharge the obligations it assumes. "To be a great nation, it must be more than just a strong nation. It must also be a responsible nation.

"America has grown, prospered and assumed a position of leadership because she has been a responsible nation. Yes, our nation has championed the concept of free society and has stood ready to defend that concept for herself and for others."

Bearing this out he mentioned World Wars I and II, the Marshall Plan, Korea and the Cuban crisis, all of which tested the strength of the U.S. and the latters in an effort to stem the tide of rising communist insurgency.

He said that America kept faith in its early promise of assistance to South Vietnam when they called for help. In response, the United States deployed fighting forces to save the small nation from military and political collapse.

"Thus, the moral commitment was translated into tangible military strength."

He said the force we eventually deployed to South Vietnam and effectively supported was the largest U.S. force ever committed without benefit of mobilization. "It also marked the first time that a multi-division force had been committed for sustained combat in an underdeveloped country that did not have physical facilities to support extensive military operations."

General Westmoreland said he used the word "eventually" because our commitment of forces had to be gradual and according to a plan. The full strength of our forces could not be applied until we could build and develop the needed physical facilities and logistic organization.

"During those early days of 1965, I took a calculated risk on our marginal logistic capability. Finally, in the latter half of 1966 our physical facilities and logistical organization were able to receive the magnitude of forces required to move into sustained combat and to keep constant pressure on the enemy."

He said from that point on, beginning in late 1966 and continuing into 1967, we brought to bear on the enemy in South Vietnam the full measure of our military power.

"In fact, in 1967 our successes were so great and the enemy had been so severely punished that he chose to change his strategy from one of a protracted war of attrition to one of general offensive."

He said that this took place at Tet at the end of February of this year. However, "he accomplished none of his objectives. In reality, he has now become militarily bankrupt.

"The favorable situation in South Vietnam is a direct result of our physical strength on the battlefield and the application of that strength on the enemy and the use of that strength in assisting the Vietnamese people."

General Westmoreland then said, "What, then, have we accomplished in South Vietnam from our position of strength?

"We have brought about a condition which brings peace one step closer. The enemy has come to the conference table . . . and that was our objective.

"If the enemy chooses again to initiate offensive action he will do so at a tremendous risk."

DAEDALIAN TROPHY—Brig. Gen. John H. Buckner (right) accepts the Order of Daedalian's Muir S. Fairchild Award from Lt. Gen. A. P. Clark, Commander, Air University, at Maxwell AFB, Ala. Gen. Buckner was honored for his contributions to professional military education in the U.S. Air Force.

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